THE RELATIONSHIP BETWEEN TEAM EMPOWERMENT AND TEAM PERFORMANCE

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ABSTRACT

This study is about the relationship between team empowerment and team performance is assessed in telecommunication industry. The objectives for this study are to identify the relationship between team empowerment and team performance and also to identify the impact of team empowerment on team performance. For this study come out based on the problem statement which is most of the company employee does not have an opportunity to share their own opinion. So, because of that, this study want to identify either the team empowerment have all authority and leave an impact to the team performance. The scope of this study is around the team employee whose work at telecommunication industry located at eastern coastal regions but only focusing at downtown area to be the respondent of this study. Down town are include location at Kuantan, Pahang, Kuala Terengganu, Terengganu, and Kota Bharu, Kelantan. For the data were obtained from the survey questionnaires and sending by email. Total sample of 66 respondents out of 80 telecommunications companies were used in this study. For the result of this study has been identified that there are significant relationship between team empowerment and team performance.

ABSTRAK

Kajian ini adalah bertujuan untuk mengakaji hubungkait antara memperkasakan pasukan dengan prestasi sesebuah pasukan yang bekerja dalam satu kumpulan di syarikat telekomunikasi. Objektif kajian ini adalah untuk mengenal pasti hubungan antara memperkasakan pasukan dan prestasi pasukan dan juga untuk mengenal pasti kesan pasukan kepada prestasi memperkasakan pasukan. Kajian ini erhasil apabila mendapati bahawa terdapat masalah-masalah yang dapt dikenalpasti menimbulkan kesan terhadap sesebuah pasukan. Antaranya ialah sebahagian besar dari pekerja kumpulan syarikat tidak memunyai peluang untuk berkongsi pendapat antara satu sama lain. Oleh kerana itu, kajian ini bertujuan untuk mengenalpasti sama ada memperkasakan pasukan mempunyai semua kuasa dan memberi kesan kepada prestasi pasukan. Skop kajian ini adalah merangkumi pekerja pasukan yang bekerja di industri telekomunikasi yang terletak di kawasan pantai timur tetapi hanya memberi tumpuan di kawasan pusat bandar untuk menjadi responden kajian ini iaitu di Kuantan, Pahang, Kuala Terengganu, Terengganu, dan Kota Bharu, Kelantan. Bagi data yang telah diperolehi daripada soal selidik kajian dan dihantar melalui e-mel. Jumlah sampel seramai 66 responden daripada 80 syarikat telekomunikasi telah digunakan dalam kajian ini. Kesimpulannya, hasil kajian ini telah menunjukkan bahawasanya pembolehubah bergantung dan pembolehubah bersandar mempunyai hubung kait antara satu sama lain. Jelas memperkasakan pasukan dan prestasi pasukan mempunyai hunbungkait.

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF STUDY

Team can be defining as small groups that have more than 2 people that have same objective, difference roles and ability. People in each team not limit how many people in one team. Besides that, team also can refer as a group of people with a variety of skills and capabilities that required completing a task, job, or project. In team, they have different tasks and different skill that they work together to achieve a target or goal, with a meshing of functions and mutual support. Future more, team member must learn how to help each other to become a stronger team and good performance.

Team empowerment is an empowered team that is each teammate has a voice in group decisions. According to Landes (1994), Sims (1986), Rothstein (1995) and Gorden (1995), stated team group and collaboration is empowerment. According to Gilbert (1993), Westphal, J D (1997) and Ward (1993) stated they try to find the critical process of change of work into the organization to get employee empowerment achievement. Empowerment is also about the team members sharing responsibility and decisions in order to be more effectively in achieving the goals of the team. In addition, in terms of a work team, is the process where the team leader will allows to the team

members to have more information into the operation of the team. Teams usually know what they need to be done and when it needs to be done.

By empowering the team, decisions can be made on the spot and improvements to the process can be made as and when necessary. An employee that give an empowered the authority and responsibility to make decisions, rather than needing to get approval or instructions from a manager. An organization structured around empowerment teams will have a relatively flat hierarchy and a high proportion of well-educated, highly trusted employees. They can make any changes to their project or product at will without the need report to the manager first.

A team is autonomous to the extent that it is free to make decisions and impact measures how much the team contributes to the company. Team empowerment incorporates four elements that are potency, meaningfulness, autonomy and impact. Team empowerment may utilize the skills of a project manager to help coordinate tasks and timelines if they don't have a dedicated manager lead them.

Empowerment is explained by researcher in two ways: situational approach (SA) and the psychological approach (PA) (Conger & Kanungo, 1988). This situational approach is also known as an approach to management practices or relationships. The psychological approach is putt less emphasis on the delegation of decision-making. This approaches of empowerment that different psychological cognition that contributes to good intrinsic motivation.

Team performance is the major key in increasing productivity within an organization. In any organization, with harmoniously in workplace can be major factor towards achieving success. Leader need to play an important role to determine the weakness, strengths and potential development of each team member to bring out the best among their worker. Team performance is important to the success of the company. A project success is largely based on a team's efficiency. To achieve a good team performance, the team need to create actions required to achieve a goal, specific goals for team development.

1.2 PROBLEM STATEMENT

The team empowerment is importance to team performance because team empowerment will assist a team performance. Relation between team empowerment and team performance is interrelated because this can foster a sense of cooperation and give benefit to the organization or company. For example, according, Berita Harian 9 April 2014, Toyota Moto Corp, take back their 6.39 million of their car in the worlds just because they having a problem at the cable that link to air bag. This showed that Toyota really take care of their quality service to give a best performance to their customer.

Based on case study, the empowerment is kindly important in achieve a goal. For example Haller Specialty Manufacturing, this company provide metal component. According Harold Kerzner (2006), he said that the situation happen in that industry is the industry did not have a team empowerment. Haller Specialty Manufacturing wants to implement project management but the vice president did not support that project management, because he fears to loss the power and authority. The situation show that they had a difference because the vice president do not trust their employees being afraid of when department project management was established and successful the vice president will lose their positions or subordinates employee will get a higher rank them. This shows that the vice president not has team work with their employee. The superiors did not help and support to subordinates employee, because of this scenario how can the company want to achieve a goal by being the monopoly company in manufacturing.

Based on Robin Stuart- kotze (2009) said that each person need some degree of freedom to achieve a commitment in job by doing high level productivity and automatically gain team performance. Everyone has their rights in giving ideas and opinions no matter what her position in a company or organization. Even though he was only a subordinate in a company, if he has an opinion or point of view to improve the quality of work he can highlighted the idea to the boss and the boss should accept the views of their employees.

Besides that, according book Robin Stuart-Kotze (2009) the executive management need to focus by evaluating team with the fairly by doing that will help employee to improve their performance. Using a good strategic in evaluation technique can access a team member behavior to balance with their work and will a goal organization or company.

1.3 RESEARCH OBJECTIVE

The objectives for this research are:

1.3.1 To identify the relationship between the team empowerment and team performance.

1.3.2 To identify impacts of team empowerment on team performance.

1.4 RESEARCH QUESTIONS

1.4.1 Is there a significant relationship between team empowerment and team performance?

1.4.2 What are the effects of team empowerment on team performance?

1.4.3 What are the impacts of team empowerment on team performance?

1.4.4 What the solution to improve team empowerment on team performance.

1.5 RESEARCH HYPOTHESIS

H_0: Team empowerments have no significant relationship between team performances.

H_1: Team empowerments have significant relationship between team performances.

1.6 RESEARCH SCOPE

This research will be conducted on the team empowerment and team performance at telecommunication industry in eastern coastal regions. For example is Celcom (M) Bhd, Maxis Bhd, Digi telecommunications Sdn. Bhd, Umobile Sdn Bhd, and Telekom Malaysia. All of this telecommunication industry needs to compete with each other to get attention from the customer. To attract the attention of consumers, they need a good team empowerment to achieve a good performance. For example like a Celcom (M) Bhd, this is because Celcom company is the one of the largest telecommunication service to the public in Malaysia. We already know the celcom company will face with the competitor like Maxis, Digi, and etc. By fighting with all the telecommunication line like them, Celcom (M) Bhd must have a high team empowerment to get a good performance.

1.7 SIGNIFICANCE OF STUDY

Significance of study for this research is to become a reference to organization especially to team management. With this research will find the solution and technique to improve their productivity by improve their team performance. This study also recommendation about how to be a good team and increase their empowerment. The benefit for this research will give to the organization a higher profit and also give goodness to the employee. In this research will provide the goodness to the team management for implement the best technique and automatically help the organization to improve team performance. In addition, this research will give a positive and negative impact between team empowerment and team performance.

1.8 OPERATIONAL DEFINITION

TABLE 1.1: Operational Definitions

Investigate	- A process to find detail information until complete.
Relationship	**-** the relationship between two thing - connection
Team	- Small group- a group people - Help each other to become stronger and be a good performance
Team Empowerment	- Is a power of the employee that have the right or authority to make a decision making without needed the approval from the top management. - Having team empowerment, their team can freely voice their opinion in a group decision.
Team Performance	- Is a performance of the teammates that will focus in order to meet the expectation, goal and objective of the project. - Team performance will be a indicator to know how effective the team in managing a project

1.9 EXPECTED RESULT

This research will ensure that the organization will understand the significance of the study. Besides that, the whole organizations will implement my research to solve the negative impact that might happen in the organization.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter notify research about investigate the relationship between team empowerment and team performance. Definition for this chapter is to study about what previous literature survey to obtain information. Literature review is from older research like thesis, journal article or research proposal. This chapter also to find out what findings previous literature get after they made a researching and theories and methods used. This chapter involves definition and benefit team empowerment, team performance, their relationship, their effect and their strategic use in relationship team empowerment and team performance.

With this literature review I can prefer and suggest the best strategic in doing improvement on this topic and guide my research. With this new research also will give more benefit to all industry in this world, that more suitable with this new era globalization.

2. 2 TEAM EMPOWERMENT

2.2.1 Definition Team Empowerment

Team empowerment is the task given by the manager or team leader to the team member to complete the goal. Besides that, the team will have an opportunity to making their own decision to solve their task. The behavior or act is giving someone the power to take the decision (Dictionary of Human Resource and Personal Management, 2006). Team empowerment can be defined as a motivational model to the team member. According Kirkman & Rosen (2000), team empowerment will act as increase motivation to team member to be a positive thinker.

Joan Pastor (1996) said the empowerment is a part of evaluation between two or more people in a relationship personally or professionally. He also said that there are two aspects for empowerment which is personal empowerment and team empowerment. Focusing only to the team empowerment, he said that team empowerment will help the team member to be mature to gain experience.

Empowerment can be identifying from individual perspective. But, team empowerment can be define from team perspective, according Foster- Fisherman and Keys (1995), Thomas and Velthouse(1985) and Conger and Kanungo(1988) the

individual perspective return to the ability of individual to influence his own attitude. So, that can conclude if team empowerment can be shown by team perspective capabilities toward goal.

2.2.2 Benefit Team Empowerment

Team empowerments have many benefits. Such as went among of team member having a problem that will give impact to other member, the other team member will help them to solve the problem together. It shows that the teams have empowerment in doing a job task. Following Kirkman & Rosen, (1997), when empowerment experience the impact or have a knowledge of their work will affect the other team, they will share it the information to other to manage their work together.

Team empowerment, are one group that have an opportunities to make a decision, this make they will be more involve and motivated person (Kirkman & Rosen 1997). Therefore, there will be has a spirit and passion in doing their job to achieve a goals of the task (kirkman & Rosen 1999, Forester 2000).

Besides that, team empowerment member realize that their job is important, valuable and have honors in doing their job. According Nurdan Ozaralli (2003), team empowerment will collect, develop, share the information among themselves. The empowerments also saw them as credible and give clout to their job task and work environment in beautiful way. In conclusion, team empowering decision making is important and as a key to get successful in achieve goals (McDonough 2000).

2.3 TEAM PERFORMANCE

2.3.1 Definition of Team Performance

Team is a group that involve by a person who different ability and knowledge to complete their task. According Yelamanchili rama Krishna, article Effect of transformational leadership on team performance commitment: Mediating role of psychological empowerment. Page58. Team is group members that have a same goal but difference role, skill and have compromised between each other to complete their task.

Team performances have many attitude and goal to achieve either in individual goal or team goals. According to Levine & Moreland (1990) to develop strong team performance can be identify base on their objective and behavior.

2.3.2 Effectiveness of Team Performance

Leader is important in every team. They need a creative leader, strong commitment and motivated leader in every team. Dr.Yelamanchili Rama Krishna in his research agrees that leadership attitude will give an impact to their performance commitment. Following Zaccaro & Klimoski (2002) also agree and provide three characteristic effectiveness of team performance. First the team member needs to perform their individually. Second characteristic is performing in holistic among their group task. Lastly for the characteristic that provide by Zaccaro and klimoski is the team leadership. They said that team leadership also important to create effectiveness of team performance to accomplish their goal. Below is the figure that provide by Zaccaro

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and klimoski to show the leadership process to get the effectiveness of team which have four process; motivational, affective, and cognitive and coordination.
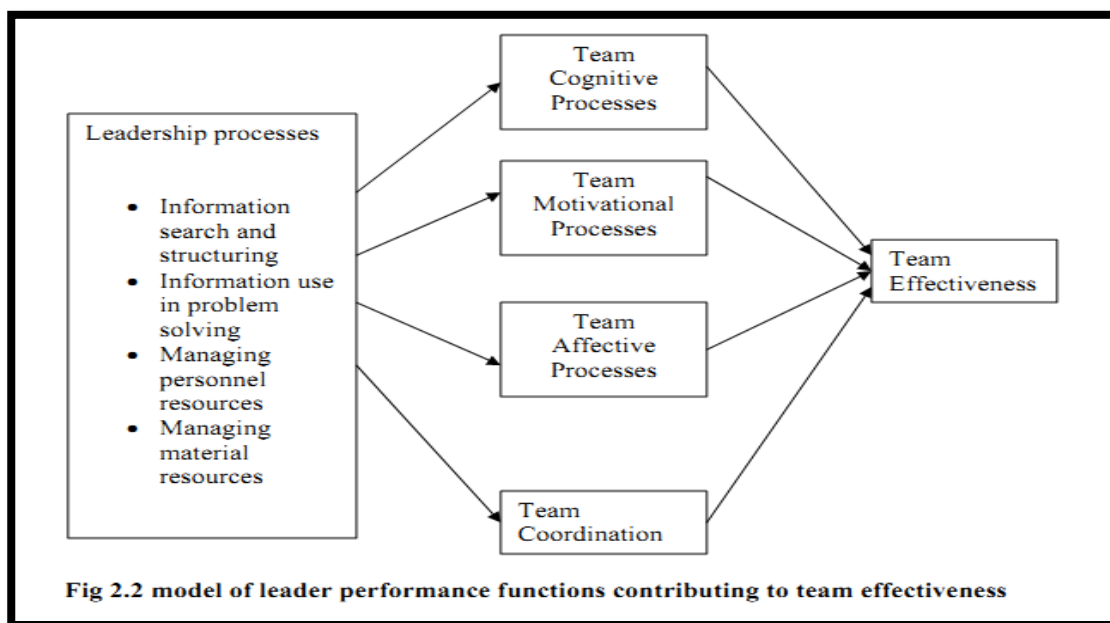

Fig 2.2 model of leader performance functions contributing to team effectiveness

Figure 2.1: Model of Leader Performance Functions Contributing to Team Effectiveness by Zaccaro and Klimoski (2001)

Furthermore, team performance can be exaggerated base on the responsibility result of team member effort. According Jawad, Tabassum, Abraiz and Raja (2012) said that to achieve a balance of team performance require common and equal level of responsibility among a team empowerment. So, team member need to put maximum level of effort to obtain the information and improve their performance (Pan Mei Ping 2011).

2.4 RELATIONSHIP BETWEEN TEAM EMPOWERMENT AND TEAM PERFORMANCE
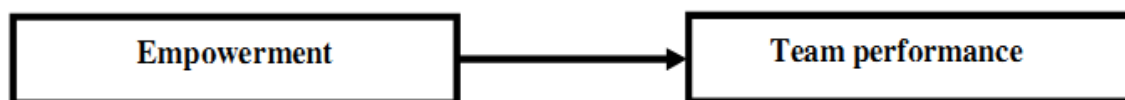
As shown as figure above, team empowerment and team performance have strong relationship. Empowerment can be as independent variable and team performance can be as dependent variable. Gondal & Khan (2008) agree on their research show that team empowerment have correlation to team performance. Below is the figure that they finding toward relationship between team empowerment and team performance in Islamabad.
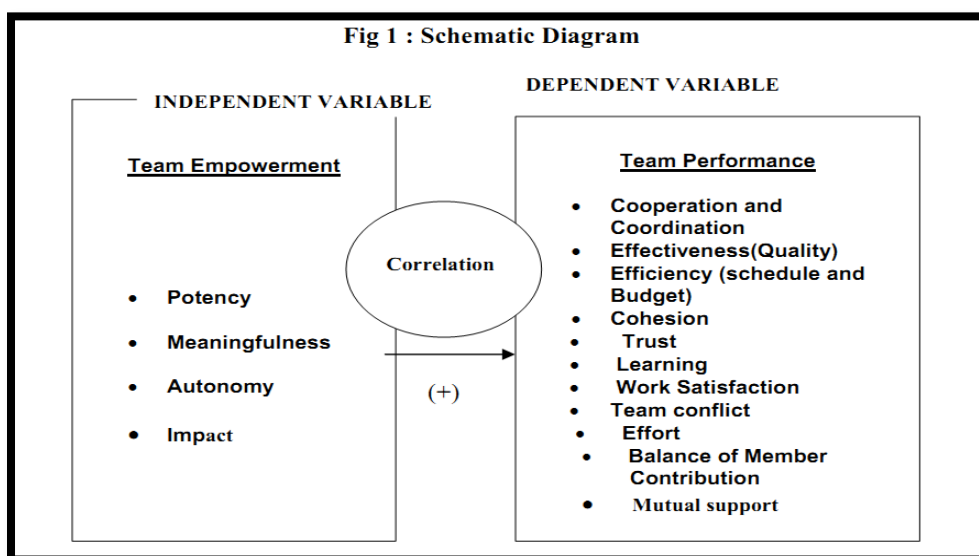

Figure 2.2: Independent Variable to Dependent Variable between Team Empowerment and Team Performance according Gondal and Khan (2008).

2.4.1 Impact between Team Empowerment and Team Performance.

Team empowerment will give an impact to the team performance either the team empowerment will give a negative or positive impact to the team performance. Kirkman Bradley L, Benson Rosen, Paul E. Tesluk and Cristina B. Gibson (2004) agreed that team empowerment be important to team performance to ensure the performance will achieve a goal task and customer satisfaction because of there is so many type of team ability. According cf. Marks, Metheiu & Zaccaro, (2001), said that team empowerment as a key of successful and important to create a great team performance.

Following Edmondson (1999) also said the team empowerment will impact and allowed the team to give improvement and opportunity to understand the every situation that face in the team. Empowerment and team performance have a strong relationship to create and complete the job task (Burpitt & Bigoness, 1997). Once again, based on Kirkman Bradley L, Benson Rosen, Paul E. Tesluk and Cristina B. Gibson (2004), they said they believe that team empowerment is a critical predictor of virtual team performance. Lack of motivators on highly virtual teams in team empowerment will give an effect for team performance.

To prove the statement about the team empowerment have strong relation to team empowerment have strong relation to team performance, Kirkman & Rosen (1997), Wall et all (2002) agree that team empowerment will effectiveness in un consistent relationship but still in positive effect. Referring to Yang and Choi (2009) to improve or maintain performance every team member has their own responsibility this is because the team empowerment can be affected by a problem from team member work. So, those team empowerments are important to share their responsibility, information, and skill among their team to achieve higher performance.

Besides that, team empowerment will give impact in individual that help to influence strategic, administrative and outcome from the task (Pan Mei Ping 2011). The team performance will be effect to the other team empowerment even through the problem may happen to the only one person among the teams. Following Bianca Beersma, et al, (2003) they said that not everyone have their same level of capability and power to achieve a high performance level and get the objective task. One team will be balance if they spread the information and use wisely their roles in their team will helpful to achieve high team performance. Exactly same like Barbara Senior (1997) said that team empowerment will very important to achieve team performance if they play each roles and ability to obtain the objective.

Furthermore, in team empowerment, the leader is the important persons to control the team to be success teams. So that why, in increasing team performance, the leader of teams needs to give an opportunity to the other team member to get a power to involve or settle the problem together. Following Kirkman, Rosen, Tesluk and Gibson (2004) said team empowerment and team performance have more strong relationship between each team.
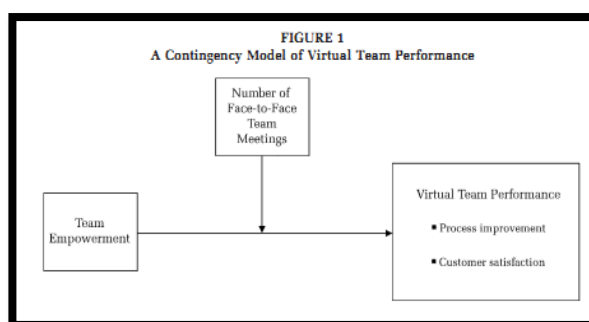
The figure as shown as below:

FIGURE 1
A Contingency Model of Virtual Team Performance

Number of Face-to-Face Team Meetings

Team Empowerment

Virtual Team Performance
- Process improvement
- Customer satisfaction

Figure 2.3: Contingency Model of virtual team performance by Kirkman et al. (2004)

Trust in team is important; O'Toole and Lawler (2006) agree that trust is important among the team. Leader must have fully trust and confident to the team to prove their own power without being misunderstanding to them. The leader must only give a guide and monitor about their task.

So, team empowerment will give side effect to the team performance because of the job task like pressure relate to psychological of team. According Spreitzer (1996), team empowerment will relate to psychological empowerment to work satisfaction stress and effectiveness.

2.5 STRATEGIC USE IN RELATIONSHIP TEAM EMPOWERMENT AND PERFORMANCE.

Empowerment can be viewed in various perspectives, for example, empowerment can be defined as individual approach to proactive work orientation and increasing employee performance and efficiency. Following thesis Kok Pooi Chen(2011) titled a Study on the Impact of Empowerment on Employee Performance in The Automotive Industry in Malaysia said, employee empowerment can be describe as like self managed teams, total quality management and quality control circle can be implement to achieve objective. There help to increase productivity and creativity in innovation.

According Joan Pastor (1996), there is five stage of empowerment. The first stage spray the information which is only the manager makes the decision for the team. Second stage is requiring team member to involve which is the manager need suggestion or ideas from the team to make a decision. Next is stage three, which is requiring the team to make a proposal what they already discuss but the proposal may